

Pilot No. 8: Document Effective Performance Measurement/Benchmarking/Streamlining Practices

Focus: Performance Reporting

Purpose:

To evaluate usefulness of local performance measurements / benchmarking / streamlining developed and in use by communities and the potential for replicability nationwide.

Participants:

Los Angeles City, CA; Los Angeles County, CA; San Bernardino County, CA; DuPage County, IL; Columbus, OH; King, County, WA; Madison, WI

Pilot Description:

Improving performance measurement and streamlining are major objectives of the CPII. Addressing performance measurement issues is challenging given that the Consolidated Plan encompasses both housing and community development needs. The Consolidated Plan requires grantees to lay out their five-year strategies to address their priorities with CPD, other Federal, State, and local resources. Furthermore, the CAPER must link expenditures and accomplishments back to priorities and strategies identified in the Consolidated Plan. Another challenge is developing meaningful performance measures, beyond program funds expended. Given the challenges associated with performance measurement and streamlining, this pilot will set out to:

- Research existing models for Consolidated Plans, annual action plans, and CAPERS to determine how these model jurisdictions track accomplishments or improve streamlining by using CPD funds and other resources relative to the Consolidated Plan;
- Develop a format for tracking performance based on the models; and
- Evaluate the pilots and make recommendations.

Some CPD grantees have HUD-approved Neighborhood Revitalization Strategy Areas (NRSA), where resources are targeted for maximum impact and effectiveness. NRSA's are similar to the Empowerment Zone/Enterprise Community program in which the grantee establishes its own performance benchmarking to track and evaluate progress toward meeting strategic goals for the area. In return for implementing NRSA initiatives, CPD eases some of the recordkeeping requirements. In addition, HUD's Office of Policy Development and Research funded an outside assessment of the promising practices.

Summary of Grantee Pilots:

Columbus, OH developed a chart that displays its objectives in its strategic plan and program year outcomes in the CAPER. The chart is available at: <http://plan.td.ci.columbus.oh.us/AYP/2000/caper/pdf/Summary%20of%20Four%20Year%20Accomplishments.pdf>. Columbus will refine and test their useful practice of reporting local accomplishments compatible with municipal performance budgeting and community indicators report. Grantee will also evaluate HUD's proposed notice for development of local performance measurement systems. Grantee plans to complete this pilot May 31, 2004. Columbus developed a chart that displays outcome objectives in its strategic plan and a chart to display the assessment of program year outcomes in the CAPER.

DuPage County, IL will develop matrices/tables to be used to set goals and objectives for the five year period. The goals and objectives will document activities and benefits (outcomes.) The matrices/tables will be used to measure and report performance in subsequent years. Grantee began its project in August, 2003, and expects to complete the pilot by March, 2004. DuPage County's developed a useful chart that displays progress in attaining affordable housing. The chart is available in Chapter 1 of the CAPER at: <http://www.dupageco.org/cdc/docs/2002Report.pdf>.

King County, WA will document effective performance measurements tailored to local circumstances and conditions that reflect the views of local stakeholders. The county has already begun the process of revising its performance measurement indicators, and they will be reflected in the county's proposed new Consolidated Plan format and CAPER submissions.

Los Angeles City, CA developed a chart to evaluate attainment of goals and objectives and a matrix to display outcome priorities and activities. The matrix of accomplishments is available at: <http://www.lacity.org/CDD/pdfs/i1.pdf>.

Los Angeles County, CA developed an automated CAPER System for tracking program performance.

Madison, WI has developed a chart to display results over multi-year period. It will assess the level of "reader" satisfaction with the website and comprehension of the City's programs. They will also update the web pages that describe the City's program accomplishments by goal and by geographic area.

San Bernardino County, CA developed a matrix that cites the statutory and regulatory basis for Consolidated Plan components, and cross references relevant pages within the Consolidated Plan showing where the grantee has met the requirements.

Pilot No. 8 Status as of June 30, 2004

Columbus, OH has developed a Housing Scorecard, a chart that displays outcome objectives in its strategic plan and a chart to display the assessment of program year

outcomes in the CAPER. Copies of their plans and reports are available at:
<http://plan.td.ci.columbus.oh.us/>.

DuPage County, IL -- The most recent round of applications included a new outcomes table, replacing the past practice of asking applicants to communicate their expectations through narrative. The county is working to expand the attached table into drafts matrices for selected outcome measures. The outcome measures will be subject to a public participation process that includes Needs Clusters (stakeholder groups surrounding a single community need) to refine their structure to ensure they effectively meet the goals of more effectively communicating program outcomes in a framework that is user-friendly for our applicants and sub-grantees. The results were submitted as part of a draft outcome measurement model in February, 2004 and will be included later in the Consolidated Plan, Action Plan and CAPER.

King County, WA developed a Logic Model that measures ways to look at preventing homelessness, ending homelessness, expanding the supply of housing, rehabilitation of housing, infrastructure improvements for small communities to help them meet state comprehensive plan growth management requirements, helping nonprofits with community facility needs, and helping jurisdictions supply affordable housing to all income levels, build support for economic development, increased employment opportunities for low- and moderate income residents, and help maintain or increase the viability of existing industrial and commercial areas. The King County Benchmarks 2003 report http://www.metrokc.gov/budget/benchmrk/bench03/aff_housing.htm (updated January 13, 2004) contained revised affordable housing performance measurement indicators that will be reflected in the next CAPER submission that is due in November 15, 2004.

Los Angeles City, CA adopted a new Five Year Consolidated Plan for 2003 – 2008 that used HUD templates to make the Consolidated Plan more results-oriented and useful to participating communities in assessing their County's progress toward addressing the needs of low-income areas. The Community Development Department developed an Logic Model for Los Angeles's 2003-2004 CAPER. Their new plan is available at: http://www.lacity.org/CDD/home_reports.html.

Los Angeles County, CA submitted a new Consolidated Plan for 2003 – 2008 to HUD that used charts to make the Consolidated Plan more results-oriented and useful to communities in assessing their own progress toward addressing the problems of low-income areas. They reduced the number of pages for the section dealing with the Strategic Plan from 114 pages in the 1998-2003 Consolidated Plan to 24 pages in the 2003-2008 Consolidated Plan. Their new plan is available at: <http://www.lacdc.org/resources/library/index.shtml>. It Consolidated Plan contains a description of their Performance Measurement System beginning on page 11-4 of Section 11. The County released a new version of their CAPER System on February 17, 2004 that includes a Geographic Information Systems component that allows identification of the amount of funding and/or actually expended by service area or census tracts.

Madison, WI updated website that displays results over a multi-year period is available at: <http://www.ci.madison.wi.us/cdbg/results/20002004.htm> .

San Bernardino County, CA included an updated Consolidated Plan Requirements Index in the Action Plan. It is available at: <http://www.co.san-bernardino.ca.us/ecd/pdfs/CommDevWeb/2003ConPlanFinal/Appendix%20C.pdf>.